

Original Article

The Role of Motivation in Modserating the Influence of Organizational Culture, Work Discipline, and Workload on the Performance of Anteraja Couriers in Jember District

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Abstract: This study aims to analyze the influence of organizational culture, work discipline, and workload on employee performance, and to examine the role of motivation as a moderating variable among Anteraja couriers in Jember Regency. This study uses a quantitative approach, employing a survey method by distributing questionnaires to respondents and using SEM-PLS analysis. The results show that organizational culture has a positive and significant effect on employee performance, work discipline has no effect on employee performance, and workload has a negative and significant effect on employee performance. In addition, motivation cannot moderate the influence of organizational culture and work discipline on employee performance. However, motivation can moderate the influence of workload on employee performance.

Keywords: Organizational Culture, Work Discipline, Workload, Motivation, Employee Performance.

I. INTRODUCTION

Human resources are a crucial component of organizational success because employees are the primary drivers of operational activities and service quality (Givan, 2025:38). In the modern business environment, logistics companies rely heavily on employee performance, particularly couriers who interact directly with customers during delivery. In Indonesia, the role of logistics is increasingly vital with the rapid growth of e-commerce because, overall, efficient and well-integrated logistics are the backbone of e-commerce business success, ensuring the entire process from ordering to delivery runs smoothly and meets customer expectations (Pasaribu, 2025:61). In this context, employee performance becomes a strategic factor that determines whether a logistics company can maintain service quality and competitiveness. In the context of HR management, the relationship between logistics companies and employees, including couriers, can be explained through Social Exchange Theory (SET), which emphasizes that work behavior is shaped by a reciprocal exchange between what the organization provides and what employees receive (Blau, 1964:4). If employees feel supported by a clear work system, a reasonable workload, and a positive cultural environment, they tend to reciprocate with better performance, discipline, and commitment. However, when social exchanges are perceived as unfair, for example, due to high workloads, inconsistent culture, or weak disciplinary oversight, employee responses can include decreased motivation and performance.

Table 1: Anteraja Expedition Service Delivery Data for Jember Regency

Month	Total Packages	Packages Sent	%	Returns	%	Failed Delivery	%	Lost or Damaged	%
January	28.857	27.378	94,87	50	0,17	1.429	4,95	0	0,00
February	26.792	25.311	94,47	31	0,12	1.450	5,41	0	0,00
March	38.475	35.200	91,49	121	0,31	3.149	8,18	5	0,01
April	28.872	26.245	90,90	63	0,22	2.555	8,85	9	0,03
May	36.477	34.201	93,76	65	0,18	2.188	6,00	23	0,06
June	33.118	30.792	92,98	73	0,22	2.226	6,72	27	0,08
July	35.070	34.045	97,08	65	0,19	928	2,65	32	0,09
TOTAL	227.661	213.172	93,64	468	0,21	13.925	6,12	96	0,04

Sources: Galuh (2025)

One logistics company experiencing significant growth in Indonesia is PT Tri Adi Bersama, better known as Anteraja. Founded in 2019 as part of PT Adi Sarana Armada Tbk (ASSA), Anteraja established itself as one of Indonesia's leading logistics providers, integrating technological advancements into every service. However, in 2022, the company faced significant pressure due to numerous customer complaints about delayed package deliveries, returned packages, and failed deliveries. In Jember Regency, several branch offices were closed due to operational inefficiencies and declining service quality. Table 1 shows the high number of failed deliveries, lost packages, and returned packages from January to July 2025. This indicates that courier performance has not met expected standards. The worst conditions occurred in March and April, with 3,149 (8.18%) and 2,555



(8.85%) packages failing to deliver on the same day, respectively, and 121 and 63 packages being returned, respectively. The number of lost or damaged packages increased each month, particularly in July, to 32. This suggests that, despite the high delivery volume, there is still potential for a decline in service quality, which directly affects customer satisfaction with the company's performance.

According to Lompoliuw (2021), organizational culture provides clarity and reflects the specifics of an organization, distinguishing it from other organizations. The Anteraja shipping company has an organizational culture called SATRIA, which emphasizes six values that must be implemented by all Anteraja employees, including couriers: Alertness, Safety, Trustworthiness, Friendliness, Integrity, and Trustworthiness. However, field observations revealed that some couriers still exhibit behavior inconsistent with these organizational values, such as late deliveries, poor customer communication, and violations of operational procedures (Galuh, 2025). This situation indicates that organizational values have not been fully internalized into employees' daily behavior. Consequently, organizational culture may not serve as an effective behavioral guideline to improve courier performance.

In addition to organizational culture, work discipline and workload are also considered important determinants of employee performance. Some couriers frequently arrive late, leave work early, and do not fully comply with company regulations and appearance standards. From this perspective, inconsistent implementation of rewards and punishments can contribute to repeated disciplinary violations. Furthermore, couriers often experience excessive workloads due to increased delivery volumes and employee absences, forcing active couriers to take on additional deliveries. Research shows that excessive work demands without adequate resources can reduce employee productivity and performance.

Motivation is also considered an important factor that can strengthen or weaken the influence of organizational culture, work discipline, and workload on employee performance. Although couriers work in similar organizational settings, their performance levels vary significantly. Some couriers remain productive and maintain high service quality despite heavy workloads, while others experience a decline in performance under the same conditions. Research shows that motivated employees tend to demonstrate stronger commitment, responsibility, and perseverance in completing their tasks. Therefore, motivation is positioned as a moderating variable in this study because it can explain differences in employee responses to organizational culture, discipline, and workload.

Previous studies examining the relationship between organizational culture, work discipline, workload, motivation, and employee performance have yielded inconsistent findings. Some studies found positive and significant effects, while others reported insignificant or even negative relationships. Furthermore, most previous studies have focused on manufacturing companies or public organizations, whereas few have examined logistics companies, particularly courier services. Therefore, this study aims to examine the role of motivation in moderating the influence of organizational culture, work discipline, and workload on the performance of Anteraja couriers in Jember Regency.

II. LITERATURE REVIEW

A) *Organizational Culture*

According to Robbins (2023:549), a system of shared meaning held by members of an organization distinguishes the organization from other organizations. According to Hadijaya in Sumartik (2022:40), organizational culture is a set of values and beliefs shared by individuals within an organization, which creates uniformity within the organization, thereby distinguishing it from other organizations. Meanwhile, according to Soelistya (2022:46), organizational culture contains a set of characteristics that describe an organization and differentiate it from other organizations. Based on the above understanding, it can be concluded that organizational culture is a system of values and beliefs that distinguishes one company from another.

The organizational culture indicators in this study are taken from the SATRIA values implemented at Anteraja, namely:

- Alert, meaning carrying out all obligations nimbly;
- Safe, meaning handling work with care and upholding security and safety while working;
- Trustworthy, meaning carrying out tasks according to assigned roles;
- Friendly, meaning creating memorable interaction experiences;
- Integrity, meaning behaving honestly at work;
- Trustworthy, meaning carrying out work wholeheartedly.

B) *Work Discipline*

Ramadhan (2024) defines work discipline as an employee's willingness to adhere to an organization's rules and values to optimize the achievement of shared goals. Khaeruman (2021:22) defines work discipline as an attitude, behavior, and actions that comply with both written and unwritten regulations, and that are subject to sanctions for violations. Sitepu (2024) defines work discipline as a tool for changing employee attitudes and behaviors to meet company standards. Based on the definition above, it can be concluded that employees, including couriers, are willing to comply with organizational rules and values through

attitudes, behaviors, and actions that align with company standards, thereby optimizing the achievement of shared goals, and are subject to sanctions if violated.

Work discipline is measured using several indicators by Sitepu (2024), namely:

- Arriving to work on time, including arriving at work on time, adhering to break times, and leaving on schedule;
- Effective use of time, as measured by compliance and punctuality in carrying out work;
- Never being absent (absenteeism), as measured by low attendance without a valid reason;
- Complying with all company regulations, as measured by adherence to company rules, rules of conduct, uniform use, and standard operating procedures.

C) Workload

According to Giovany (2024), workload is the process a person undertakes to complete the tasks of a job or group of positions, carried out under normal circumstances within a specific timeframe, all of which are related to indicators. Workload is the amount of demanding work that has targets and must be completed within a specific timeframe. This can cause stress among employees and lead to a decline in performance quality (Ramadhan, 2024). Meanwhile, according to Ananda (2024), workload is the amount of work that must be carried out by a position or organizational unit and is the product of work volume and normal time. Based on the above definition, workload is the total work demands that must be completed within a specific timeframe, including task volume, targets, and normal completion time. This has the potential to cause stress and affect the quality of employee performance, including couriers.

Ramadhan (2024) can measure workload using several indicators in accordance with the JD-R Model, namely:

- Mental effort load, which is the workload arising from mental or psychological activity, such as work with high difficulty and work that does not match competency.
- Time load is the workload that arises from an employee or courier being required to complete their tasks within a specified timeframe, such as speed, deadlines, targets, additional working hours (overtime), and lack of free time.
- Physical load is the workload arising from physical activity, such as excessive workload, additional tasks, and the demands of health care facilities.

D) Employee Performance

According to Sitepu (2024), employee performance, including courier performance, is defined as an individual's work achievement, both in terms of quality and quantity. Employee performance is the quantity or quality of something produced or services provided by someone performing a job (Lompoliuw, 2021). Meanwhile, according to Ramadhan (2024), employee performance is the result of an individual or group's task completion within an organization, indicating their level of success in achieving company goals. Based on the above definition, it can be concluded that employee performance is the achievement or work results of individuals or groups, reflected in the quality and quantity of task completion in accordance with standards, and indicating the level of success in achieving organizational goals. Employee performance can be measured using several indicators, as outlined by Ramadhan (2024):

- Quantity of Work, which is the amount produced and indicated by the number of units or activity cycles completed, such as completing work according to the required targets, completing work according to the completed activity cycle, and completing it quickly and without obstacles.
- Work Quality: This is the quality achieved based on the requirements of suitability and readiness, with near-perfect results, including accuracy and results that meet standards, such as performing work in accordance with the operation manual and inspection manual, and maintaining superior quality.
- Punctuality: Each job has its own characteristics, and certain types of work must be completed on time due to their interdependence with other tasks. Therefore, employees must complete the work by the specified deadline and use their time optimally to produce the expected output.
- Attendance: Every good work result requires regular employee attendance to complete the work by the specified deadline. Therefore, employees must arrive on time and complete their work within the specified working hours.
- Teamwork Skills: A company cannot be completed by just one employee. Therefore, teamwork skills are necessary to complete assigned tasks, such as assisting superiors by offering suggestions to improve company performance, respecting one another, and collaborating effectively with colleagues.

E) Motivation

According to Robbins (2023:237), motivation is a process that considers the intensity, direction, and persistence of an individual's efforts to achieve a goal. According to Hermawan (2024), motivation is a factor that drives a person to take certain actions and strive to achieve a goal. José (2025) more specifically explains that motivation in the workplace refers to the desire to carry out a task, combined with enthusiasm and determination to complete it. Based on the above definition, it can be concluded that motivation is a process that drives individuals to take action with a certain intensity, direction, and persistence, influenced

by the drive to achieve goals and reflected in enthusiasm and determination in completing tasks at work. Motivation can be measured using several indicators according to Robbins (2023:242), in accordance with Self-Determination Theory, namely:

- Autonomy: the company provides space or control for employee involvement in work.
- Competence, the company builds trust in employees' effective work abilities; and
- Relatedness, creating positive interpersonal relationships or feeling connected and accepted by others.

III. METHODS

This study employed a quantitative approach using a survey method, distributing questionnaires to respondents. The population in this study was Anteraja couriers in Jember Regency. A saturated sampling method was used, yielding a sample of 53 couriers. The data analysis method used was SEM-PLS with SmartPLS 4.

IV. RESULTS AND DISCUSSION (SIZE 10 & BOLD, CAPS)

A) Respondent Characteristics

This study involved 53 couriers in Jember Regency as respondents. Respondent characteristics were analyzed to provide a demographic profile of the participants. Observed characteristics included gender, age, education level, and length of service.

Table 2: Respondent Characteristics

Characteristics	Frequency	Percentage (%)
Last education		
Junior High School	3	5,7
Senior High School	43	81,1
Diploma	1	1,9
Bachelor's Degree	6	11,3
Total	53	100
Age Classification		
21-39 (early adulthood)	46	86,7
40-47 (middle adulthood)	7	13,3
Total	53	100
Year of Start of Work		
2020	4	7,5
2021	10	18,9
2022	9	17,0
2023	3	5,7
2024	11	20,8
2025	15	28,3
2026	1	1,9
Total	53	100

The results showed that the majority of respondents were male couriers, indicating that male workers still dominate delivery activities in logistics companies due to the physical demands and mobility required in courier operations. Based on age classification, most respondents were within the productive age range, reflecting that courier activities require employees with high physical endurance and the ability to adapt to dynamic work conditions.

Regarding educational background, most respondents had completed high school, while some held diplomas or bachelor's degrees. This indicates that courier work in the logistics sector generally emphasizes operational skills, discipline, and adaptability in the field rather than formal educational qualifications. Furthermore, the majority of respondents had worked for more than one year, indicating that most couriers have sufficient work experience and an understanding of the company's organizational culture, operational procedures, and delivery systems.

Overall, the characteristics of the respondents indicate that the couriers involved in this study have sufficient demographic diversity and work experience to support the analysis of organizational culture, work discipline, workload, motivation, and employee performance in the logistics services sector.

B) Measurement Model Evaluation (Outer Model)

The measurement model evaluation was conducted to assess the validity and reliability of the research constructs before testing the structural model. In Partial Least Squares Structural Equation Modeling (PLS-SEM), the outer model evaluation includes tests of convergent validity, discriminant validity, and reliability. The constructs evaluated in this study included organizational culture, work discipline, workload, motivation, and employee performance.

a. Convergent Validity

Convergent validity was evaluated using outer loading values and Average Variance Extracted (AVE). Indicators are considered valid when the outer loading value exceeds 0.70, while the AVE value should be greater than 0.50.

Table 3: Loading Factor Results

Variables	Indicator	Loading Factor		Information
		Score	Rule of Thumb	
Organizational Culture (X1)	X1.1	0.771	0.600	Valid
	X1.2	0.647	0.600	Valid
	X1.3	0.665	0.600	Valid
	X1.4	0.790	0.600	Valid
	X1.6	0.681	0.600	Valid
Work Discipline (X2)	X2.1	0.790	0.600	Valid
	X2.2	0.663	0.600	Valid
	X2.3	0.802	0.600	Valid
Workload (X3)	X3.1	0.822	0.600	Valid
	X3.2	0.838	0.600	Valid
	X3.3	0.821	0.600	Valid
Employee Performance (Y)	Y1.1	0.808	0.600	Valid
	Y1.2	0.702	0.600	Valid
	Y1.3	0.813	0.600	Valid
Motivation (Z)	Z1.1	0.690	0.600	Valid
	Z1.2	0.696	0.600	Valid
	Z1.3	0.806	0.600	Valid

Table 4: AVE Test Results

Variables	Average Variance Extracted (AVE)	Information
Organizational Culture (X1)	0.508	Valid
Work Discipline (X2)	0.569	Valid
Workload (X3)	0.684	Valid
Employee Performance (Y)	0.603	Valid
Motivation (Z)	0.537	Valid

The analysis results showed that all indicator loadings met the recommended threshold, indicating that each indicator adequately explained its respective construct. In addition, all constructs produced AVEs above 0.50, confirming satisfactory convergent validity.

b. Discriminant Validity

Discriminant validity testing was carried out using the Cross Loading method, which is presented in the following table:

Table 5: Cross-Loading Test

Indicator	Organizational Culture (X1)	Work Discipline (X2)	Workload (X3)	Employee Performance (Y)	Motivation (Z)	Information
X1.1	0.771	0.512	-0.312	0.444	0.136	Valid
X1.2	0.647	0.466	-0.207	0.352	0.229	Valid
X1.3	0.665	0.252	-0.081	0.436	0.166	Valid
X1.4	0.790	0.418	-0.186	0.609	0.380	Valid
X1.6	0.681	0.324	-0.342	0.348	0.133	Valid
X2.1	0.204	0.790	-0.301	0.423	0.415	Valid
X2.2	0.359	0.663	-0.182	0.401	0.292	Valid
X2.3	0.608	0.802	-0.333	0.603	0.512	Valid
X3.1	-0.167	-0.195	0.822	-0.316	-0.038	Valid
X3.2	-0.184	-0.409	0.838	-0.409	-0.280	Valid
X3.3	-0.388	-0.290	0.821	-0.397	-0.075	Valid
Y1.1	0.379	0.613	-0.304	0.808	0.444	Valid
Y1.2	0.462	0.378	-0.364	0.702	0.292	Valid
Y1.3	0.612	0.512	-0.393	0.813	0.573	Valid
Z1.1	0.160	0.327	-0.165	0.312	0.690	Valid
Z1.2	0.185	0.487	-0.120	0.399	0.696	Valid
Z1.3	0.307	0.404	-0.104	0.525	0.806	Valid

The cross-loadings for the variables Organizational Culture, Work Discipline, Workload, Employee Performance, and Motivation show correlations between the indicators and their respective latent variables that are higher than those between the indicators and other latent variables. The results of the convergent validity and discriminant validity tests show consistent figures, with all indicators declared valid. Thus, it can be concluded that the measuring instrument used in this study is valid.

c. Reliability Test

The Reliability Test is performed by examining the variable's Composite Reliability (CR) value. The CR value is considered reliable if it is > 0.70.

Table 6: Reliability Test

Variable	Composite Reliability (CR)		Information
	Score	Rule of Thumbs	
Organizational Culture (X1)	0.837	0.700	Reliable
Work Discipline (X2)	0.797	0.700	Reliable
Workload (X3)	0.867	0.700	Reliable
Employee Performance (Y)	0.819	0.700	Reliable
Motivation (Z)	0.776	0.700	Reliable

Based on Table 6, all variables have CR values above the minimum threshold of 0.70, indicating they are reliable.

C) Inner Model

a. R-Square

Table 7: R-Square

Variable	R-square	R-square adjusted	Information
Employee Performance (Y)	0.674	0.623	Moderate

The coefficient of determination (R-squared) was used to measure the extent to which endogenous variables were explained by the exogenous variables included in the model. The results indicated that the employee performance variable achieved a moderate to substantial R-square value, suggesting that organizational culture, work discipline, workload, and motivation were capable of explaining a considerable proportion of the variance in courier performance.

b. F-Square

Table 8: F-Square

Variable	F-Square	Information
	Employee Performance (Y)	
Organizational Culture (X1)	0.238	Medium
Work Discipline (X2)	0.030	Low
Workload (X3)	0.159	Medium
Motivation (Z)	0.201	Medium

Based on the f-square analysis results, organizational culture, workload, and motivation demonstrated moderate effect sizes on employee performance, indicating that these variables contributed meaningfully to improving courier performance. Among these variables, organizational culture showed the strongest effect, followed by motivation and workload. In contrast, work discipline showed a relatively small effect size, suggesting that its contribution to employee performance was weaker than that of the other variables in the research model. Overall, these findings indicate that organizational culture, workload management, and employee motivation play a more substantial role in influencing courier performance in Jember Regency.

c. Q-Square

Table 9: Q-Square

Variabel	Q-Square	Information
Employee Performance (Y)	0.477	Moderate

Based on the table above, the Q-square value obtained is 0.477, or 4.77%. This Q-square value falls in the moderate-to-high category. This means that this research model has sufficient predictive ability to explain endogenous variables and can therefore be used for hypothesis testing.

D) Hypothesis Testing

Hypothesis testing was conducted using bootstrapping, in which the data were resampled to estimate the path coefficient and its standard error. Hypothesis testing based on the path coefficient is presented in Table 10 below.

Table 10: Path Coefficient

Hypothesis testing	Path coefficient	T statistics	P values	Information
(H1) Organizational Culture → Employee Performance	0.391	3.370	0.000	Significant
(H2) Work Discipline → Employee Performance	0.156	1.121	0.131	Not Significant
(H3) Workload → Employee Performance	-0.252	2.742	0.003	Significant
(H4) Motivation x Organizational Culture → Employee Performance	0.089	0.659	0.255	Not Significant
(H5) Motivation x Work Discipline → Employee Performance	-0.025	0.208	0.417	Not Significant
(H6) Motivation x Workload → Employee Performance	0.181	1.860	0.031	Significant

E) Discussion

The path test results for Organizational Culture and Employee Performance showed a coefficient of 0.391, a T-statistic of 3.370, and a p-value of 0.000 (<0.05), indicating a positive and significant influence. This means that the higher the Organizational Culture implemented, the higher the Employee Performance. Thus, Hypothesis 1 (H1) is accepted and statistically proven.

The path test results for Work Discipline and Employee Performance showed a coefficient of 0.156, a T-statistic of 1.121, and a p-value of 0.131 (>0.05), indicating that the relationship is not significant. This means that Work Discipline does not directly influence Employee Performance. Thus, Hypothesis 2 (H2) is not proven.

The path test results between Workload and Employee Performance showed a coefficient of -0.252, a T-statistic of 2.742, and a p-value of 0.003 (<0.05), indicating a negative, significant effect. This means that the lower the applied workload, the higher the Employee Performance. Thus, Hypothesis 3 (H3) is accepted and statistically proven.

The path test results for motivation moderating the influence of Organizational Culture on Employee Performance show a coefficient of 0.089, a T-statistic of 0.659, and a p-value of 0.255 (>0.05), indicating that this relationship is not significant. This means that motivation does not strengthen or weaken the influence of Organizational Culture on Employee Performance. Thus, Hypothesis 4 (H4) is not proven.

The path test results for motivation moderating the influence of Work Discipline on Employee Performance show a coefficient of -0.025, a T-statistic of 0.208, and a p-value of 0.417 (>0.05), indicating that this relationship is not significant. This means that motivation does not strengthen or weaken the influence of Work Discipline on Employee Performance. Thus, Hypothesis 5 (H5) is not proven.

The path test results for motivation moderating the effect of Workload on Employee Performance show a coefficient of 0.181, a T-statistic of 1.860, and a p-value of 0.031 (<0.05), indicating a positive, significant effect. This means that motivation can moderate the effect of Workload on Employee Performance. Thus, Hypothesis 6 (H6) is accepted and statistically proven.

V. CONCLUSION

Based on the results and discussion regarding the influence of organizational culture, work discipline, and workload on employee performance, with motivation as a moderating variable for couriers at Anteraja, the following conclusions can be drawn:

1. Organizational culture has a positive and significant effect on employee performance. This indicates that the better the implementation of the SATRIA organizational cultural values (responsiveness, safety, reliability, friendliness, integrity, and trustworthiness), the higher employee performance will be. A strong organizational culture can serve as a guideline for work behavior and encourage employees to perform optimally.
2. Work discipline has no significant effect on employee performance. This indicates that work discipline is not yet a primary factor influencing employee performance. The results-oriented nature of courier work (output-based) means that performance is determined more by task completion than by adherence to formal aspects such as working hours and work attributes.
3. Workload has a negative and significant effect on employee performance. This indicates that the lower an employee's workload, the higher their performance tends to be. The availability of resources and effective workload management are essential for employees to complete their tasks optimally without experiencing excessive work pressure.
- 4) Motivation is unable to moderate the influence of organizational culture on employee performance. This indicates that the organizational culture embedded within the company directly influences employee performance; motivation does not provide any additional influence on this relationship.
4. Motivation cannot moderate the effect of work discipline on employee performance. This indicates that motivation does

not strengthen the relationship between work discipline and employee performance. The results-oriented nature of courier work (output-based) means that courier performance is more influenced by achieving work targets than by the level of formal discipline.

5. Motivation can moderate the influence of workload on employee performance. This indicates that motivation plays a significant role in mitigating the negative impact of workload on performance. Highly motivated employees tend to manage workload pressure and maintain optimal performance.

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